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FILE Training 3  
10 July 1972

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MEMORANDUM FOR: Deputy Director for Intelligence  
Deputy Director for Plans  
Deputy Director for Science & Technology  
Deputy Director for Support  
General Counsel  
Inspector General

SUBJECT : Foreign Affairs Executive Seminar

1. Forwarded herewith is a review of CIA's participation in the Foreign Affairs Executive Seminar. I propose to raise this for discussion at our next Deputies Meeting and hope you will be prepared to discuss it at that time. Offhand, it strikes me that we can definitely benefit by continued participation in the FAES in the following ways:

a. Exposure to the remainder of the foreign affairs community in order to overcome any tendencies toward parochialism in CIA. Since this is only a three-week course, it seems to me that this is a far more cost-effective way to achieve this for many of our people than the longer inter-agency courses.


b. It gives us a solid basis for getting across CIA's message as to the importance of national intelligence and the need for informed support of our efforts, especially at overseas Missions.

2. The cost certainly seems reasonable. The major problem, as usual, is scheduling our people for attendance, in the light of the

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other demands for their time. In this connection, I would hope that we could continue the effort to integrate this course in the career development patterns we are trying to define for our personnel.

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W. E. Colby  
Executive Director-Comptroller

Attachment:

Memo to ExDir from DD/S dtd 6 Jul 72,  
Same Subject, w/o atts

72-195/3

10 JUL 1972

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Foreign Affairs Executive Seminar

REFERENCE : (a) Memo dtd 12 Jan 72 to DD/S from  
ExDir-Compt, same subject  
(b) Memo dtd 23 Feb to ExDir-Compt  
from DD/S, DD/S 72-0646

1. In your memorandum dated 12 January 1972, you asked for comments on five points concerning the new Foreign Affairs Executive Seminar. On 23 February in a memorandum to you confirming our telephone conversation, I mentioned that the information developed thus far by the Office of Training was based on a single running of the Seminar and that we ought to have some additional experience to avoid what perhaps could be necessarily subjective views. I said we would come back to you in approximately three months.

2. This memorandum now responds to your January paper. It is based on the experience of three runnings, January, March, and May, to which the Agency sent 16 officers in grades GS-15 (2), GS-14 (10), and GS-13 (4) and who represented three directorates: Clandestine Service, 4; Intelligence, 5; Support, 7. It is also based on reports submitted by 14 of the 16 participants (Attachment A) who responded to questions on the value of the FAES to the Agency, the visits to Headquarters, and the value of the Seminar to each, professionally. (We have not as yet heard from one of the CS officers who because of the fatal illness of his wife has not been available to submit a report. The other, a Support careerist, left for overseas shortly after completing the March session.)

3. Hugh was to have discussed the reduction of the Agency's quota at a meeting of the Training Committee. Chairman Haugerud called only one meeting during the six months, in April. The subject of quotas was

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not on the agenda and, from what Hugh understands, both Secretary Irwin and Mr. Haugerud see them as important now only in determining shared costs. High-quality participation and a solid foreign affairs program are their priorities. This view was also borne out in [ ] informal discussion with Howard when he told Bob that meeting our quota wasn't essential, more important is our participation, that is, visits to Headquarters, and if possible, providing a participant for each of the regional seminars.

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4. As noted in paragraph 7d, Hugh did not consult with the Deputy Directors to determine whether or not the FAES should be integrated into career development, preferring instead to await a final decision on the proposal concerning training and career planning.

5. From what has been said of the new FAES by the Agency's participants, we should continue in full support of it. As recast, it has become a truly foreign affairs program, dealing with national and international issues and problems of direct concern to CIA. Reports attest to its value in breaking down a parochialism common to the professional existence of many of our people and in its providing the opportunity to set the record straight when the Agency's place in foreign policy determinations is at issue.

6. It is time, I think, for the Agency to recognize the value of the FAES and to stimulate appropriate attendance. Our alternative is to either withdraw altogether or to continue giving it partial, haphazard support; both of these seem to damage CIA's own opportunity to improve its relationships with the Community and its officers' knowledge of foreign policy problems.

7. Addressing the points you specifically raised in your memorandum:

a. Comments made by CIA personnel who have attended the Seminar to date:

In more than 120 critiques prepared on the Seminars conducted through 1971, only six, all D careerists, were over-all negative. Two officers suggested withdrawal. (One, [ ] who attended in October 1968, concluded that the Seminar had outlived its usefulness. The second, [ ] then in OPPB and who was in the April 1969 running, said unqualifiedly that we should withdraw.) Of particular significance is that all of the complaints were made about the Seminar as it was before the Training Committee made the first major change in mid-1969 to bring the coverage into line with President Nixon's new policy on underdeveloped countries. Those who criticized the Seminar, in other words, were doing so when the emphasis was on counterinsurgency.

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Since the new FAES was introduced in January, in the reports from our participants the most negative remark is that the one-half day at Headquarters is too short to justify transporting sixty people from Rosslyn to Langley.

b. The new posture of the FAES in relation to the value of the changes made:

In his letter of 6 January to Mr. Helms and to the other heads of foreign affairs agencies and government departments, Undersecretary Irwin cited the Seminar as intending to provide an advanced, short-term (3 weeks) course on the U.S. and national security policy for senior foreign affairs executives in government offices in the United States and abroad, and, to broaden the perspective of foreign affairs executives.

The Seminar is divided into four phases. The first puts heavy emphasis on existing U.S. foreign and national security policy, with particular attention to an elaboration of the Nixon Doctrine and to foreign economic and trade policies in the light of the new U.S. economic policy. Special emphasis is given to the decision-making process in national security and the relative roles of the White House and the other foreign affairs agencies. The second phase concerns the ways of maintaining the stability of the developing countries during their processes of emergence. The third segment brings in the domestic factors that affect formulation and implementation of foreign policy (e.g. elections, youth, the press, and the environment), and the last phase deals with foreign policy problems and strategies.

Undersecretary Irwin has formalized the FAES by making it a new school in the Foreign Service Institute.

c. Value of the Seminar to CIA personnel, with reference to the differing needs and interests of each Directorate:

Except for State's Senior Seminar on Foreign Policy (SSFP), the National War College (NWC), and short courses in CIA, the FAES is the best opportunity for our CIA officers. It has two distinct advantages over the SSFP and NWC. One is the duration: three weeks versus 10 months. The second is the number of participants. We can profitably send 48 to FAES as opposed to two for the SSFP and four for NWC.

While OTR is steadily concerned with the subject of foreign affairs, the FAES has the greater advantage in that our people can get a more comprehensive view of the whole problem of foreign affairs from the Community standpoint—an approach not appropriate in courses OTR now conducts. The Seminar also provides our people an opportunity to mix with officers from the other agencies, finding among them those officers with whom they may be working overseas. Another very important advantage is the opportunity for our CIA participants to contribute substantively in the formal and informal discussions and to correct any misconceptions that may arise about the real role of CIA within the foreign affairs community.

Looking at the FAES from the standpoints of the new role of CIA in the Intelligence Community and the new direction now given to the Seminar, the Seminar emerges as a program well-suited to our officers in grade GS-14 and above, regardless of career service, who are proceeding on assignment overseas, under official cover, especially for those going overseas for the first time; secondly, for the CS desk officer in an Area Division or on a Staff; for the [ ] Chiefs, the area specialists, and the analysts in the DDI; estimates officers, S&T specialists named to attend an international conference or to serve on a U.S. delegation; and for the Support careerists in an administrative capacity. (State sends many of its administrative officers.) A separate group for whom the Seminar is appropriate is OTR's instructors, particularly those whose responsibilities require updating on foreign affairs. 25X1

d. Consultation with each directorate as to whether and how the FAES should be or should not be integrated into the career development of its officers:

A formal effort to talk to the Deputy Directors about the FAES as part of career development was not undertaken by the DTR. Such an effort, however, may well have been overtaken by events. With the proposed profile of courses now under study and the likelihood that each of the directorates will go on from the basic proposal to establish a directorate-profile, the FAES can be put alongside the senior schools and the CIA Senior Seminar as an appropriate program for midcareer and senior officers. I note that the Department of State has tied the Seminar into its regular career development training. Secretary Irwin, in his letter to his bureau and office heads, specified that they are "required to program their key personnel" into the Seminar and that this is

"true for personnel being considered for Chiefs of Mission, DCMs, Heads of Mission sections, Consul Generals, Bureau and office heads, Country Directors, and Desk Officers."

e. Contributions to the Seminar by CIA personnel:

(1) Staff and Faculty

The Seminar is interdepartmentally staffed, with each participating agency contributing a resident faculty member. There are five such members with each responsible for arranging regional sessions, monitoring them, advising on course content, providing speakers and reading materials, and occasionally filling in as a lecturer.

OTR has always had a representative. [ ] has been there since July 1971 and upon his retirement at the end of this June will be replaced by [ ] also a Training careerist. Joe has had eight years in the CS, six of which were overseas, and most recently was on the staff of the CIA Senior Seminar, participating in its organization and seeing it through its second running.

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(2) Visiting Lecturers and Visits to CIA

Upon request, CIA provides area and functional specialists (about five) to lead discussions in the regional seminars. In addition are the visits to Headquarters, with each of these involving presentations by four senior officers.

Visits to CIA were part of the original seminar beginning in May 1962 and continuing through May of 1968. At the request of Chairman Haugerud last July they were reinstated, Howard believing them to be highly important to the success of his program. In the reports from our participants all have given the visits high marks and have voiced the reactions of their seminar-mates in noting CIA's candor, no "over-kill," and the professionalism of both the presentations and their substance.


(3) Finances

The funding is shared by the member agencies, each contributing a percentage of the annual operating budget. The share is keyed to the member's quota. Exclusive of the salary of the faculty representative, now to be a GS-15/4, and which OTR pays, the reimbursable expense to the Agency has ranged from a five-year high of \$32,634 in FY 69 to a low of \$11,742 in FY 72. The estimated reimbursable cost for FY 73 is \$18,000 (Attachment B). The FY 72 figure

averages \$355 for each participant. We sent 33. Based on the current quota of 48, in FY 73 each participant will cost us \$375.

(4) Student Quota

CIA's quota of eight was established by General Carter in his memorandum of April 1963 to the DD/P. Later it was determined that the CS would fill four of the eight slots in each session; the remainder would come from the other directorates. In December 1969, in a memorandum to the Deputy Directors, Colonel White restated our commitment of eight and in his letter of 23 July 1971 to Van Langley on the Planning and Coordination Staff of the Department of State, he asked for a 50% reduction. No formal response was sent to CIA by Mr. Langley.



John W. Corley  
Deputy Director  
for Support

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Remarks:

FOLD HERE TO RETURN TO SENDER

FROM: NAME, ADDRESS AND PHONE NO.	DATE
Executive Director-Comptroller	10 Jul 72

Mindin -

Please make  
note of "this for  
SWE. He will  
want to read  
before next  
Deputies meeting".

P